

1995

# City of Augusta 1995 Annual Report

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*City of*  
**AUGUSTA**



*1995*  
**ANNUAL REPORT**



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## Representatives to the Legislature

(term exp. 12/3/96)

DISTRICT 94  
 State Representative: Elizabeth H. Mitchell  
 Assistant House Democratic Leader  
 Home Address: RR 3, Box 6520  
 Vassalboro 04989  
 Telephone: 207-622-2629

DISTRICT 95  
 State Representative: David R. Madore  
 Home Address: 197 Northern Avenue  
 Augusta 04330  
 Telephone: 207-626-0982

DISTRICT 96  
 State Representative: Beverly C. Daggett  
 Home Address: 10 Pine Street  
 Augusta 04330  
 Telephone: 207-622-9053  
 Capitol Address: House of Representatives  
 State House Station #2  
 Augusta, Maine 04333-0002  
 Telephone: 207-287-1400 (Voice)  
 207-287-4469 (TDD)

Year-Round Toll Free House of Representatives Message Center: 1-800-423-2900

# Boards, Commissions, and Committees

## Citizens Who Served During 1995

### *Assessment Review Board*

John W. Butts  
Donald J. Cadwell  
James R. Chase  
James O. Clark, Sr.  
William B. Leet  
Anthony Pavone

### *BOCA Board of Appeals*

Julian F. Beale  
Herbert R. Doten  
Edward W. Millett  
Stephen J. Roberge  
Paul J. Rodrigue

### *Cable TV Advisory Committee*

William D. Burney, Jr.  
David R. Cheever  
Ellerbe P. Cole  
Laurier M. Fleury  
Frank A. Johnson  
Judith M. Johnson-Marsano  
Roger G. Levesque  
Donald A. Roberts  
Walter T. Ruark  
Jeffrey Zimmerman

### *Community Development Advisory Committee*

Valerie Arbour  
Lawrence Dutil  
David Gingras  
Judith Johnson-Marsano  
Gloria Morrisette  
Roger Pomerleau  
Elizabeth Ann Trask

### *Conservation Commission*

Mary M. Gingrow-Shaw  
David E. Hassen  
Kenneth R. Knight  
Andrea J. Lord  
Gerard Therrien

### *Lithgow Library Trustees*

Joan Callahan  
Ellerbe P. Cole  
Suzanne Finn  
Gabriella Howard  
Susan LaCasse  
James A. McKenna, III  
Paul Riese  
Elizabeth A. Soares  
Patten Williams

### *Fort Western Trustees*

Linnette A. Burns  
Roger Campbell  
Mary Canning  
Vicki Crawford  
Patsy Crockett  
Susan Daiute  
Vivian Dennett  
John V. Finnegan  
Richard Godfrey  
Edward W. Heath  
Robert Hussey  
Mark Johnston  
Carol Linker  
A. Michael Lund  
Mary McCarthy  
Edward Wesley Potter  
Karen Stebbins  
Brian Whitney  
Alice Wilkins  
Marjorie E. Wright  
Maynard Young

### *Historic Preservation Commission*

David Paul Barnard  
Patsy Crockett  
David R. Dennett  
Anthony J. Douin  
Mary Maher McCarthy

### *Housing Authority*

Gregory DeWitt  
Jean Marshall Dulac  
Raymond Randall Foster  
Brian Marson, Jr.  
Raymond P. Paquette  
Elizabeth Ann Trask

### *Parking District*

Jed Davis  
John V. Finnegan  
John S. Mulholland  
Louise Quirion  
Barbara Rodrigue

### *Planning Board*

Matthew Bley  
Angela Dirksen  
Ronald L. Dutil  
Shirley Elias Ezzy  
Rocky Gaslin  
Diane Hastings  
A. Delaine Nye  
Thomas S. Radsky  
David P. Smith

### *Recreation Advisory Board*

Elizabeth Adams  
Tammy Annis  
Gary P. Burns  
Cheryl D. Clukey  
John Coughlin  
Robert W. Fairbrother  
Edward E. Haskell, Jr.  
Mary T. Leinonen  
George M. LeVecque  
Paul Potvin  
Paul L. Reitchel  
Shawn P. Roy  
Gary C. Williams

### *Registration Appeals Board*

Lucille Cloutier  
Patsy A. Crockett  
Linda Hadley-Rood  
Frank A. Johnson  
Sylvia M. Ladd

### *Sanitary District*

Jack R. Brown  
John L. Dudley  
Robert G. Redman

### *Tree Board*

W. Joan Bartlett  
Anna D. Blodgett  
Norman S. Elvin  
Laurier M. Fleury  
David L. Gomeau  
Diane Hastings  
Mitchell Michaud  
James Nichols  
Rita K. Wheelock  
Carol Patenaude

### *Water District*

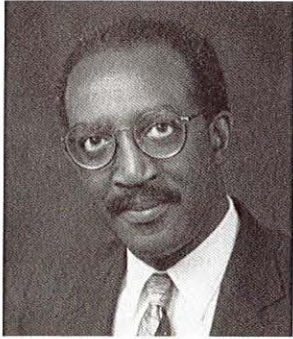
Beverly W. Beaucage  
Bruce E. Berger  
Wayne S. Moss

### *Zoning Board of Appeals*

Marion R. Hylan Barr  
Roger E. Beaucage  
Paul R. Harris  
Nicholas M. Lanzilotta  
Nancy B. Libby  
Dawn B. Lieb  
Gautrey J. Musk  
Jane Orbeton  
John W. Royce



# Mayor's Message



William D. Burney, Jr.

Dear Augusta Citizens:

The year 1995 was one of uncertainty for people in Augusta. Uncertainty about their jobs and the jobs of their friends, families and neighbors due to state and private cutbacks.

The year 1995 was also one of growth and investment in Augusta by the private sector.

Your municipal government attempted, with much success, to maintain your services without substantially increasing your taxes. We are able to do this because we budget, invest and manage conservatively.

This annual report for 1995 is provided to you so that you can see how your tax dollars are spent and what services you have.

Augusta is strong. If we continue to pull together, we can get stronger.

Sincerely,

William D. Burney, Jr.  
*Mayor*

## City Council



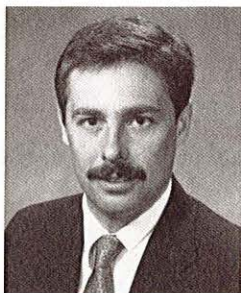
Frederick M. Bartlett  
*Ward 1*  
Tel. 623-4378



John C. Bridge  
*At-Large*  
Tel. 622-2272



William E. Dowling  
*Ward 2*  
Tel. 623-8043



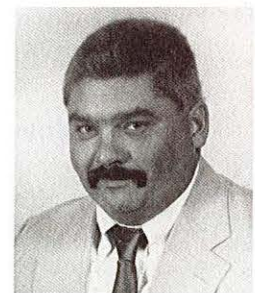
Laurier M. Fleury  
*At-Large*  
Tel. 622-3617



Mary D. Mayo-Wescott  
*At-Large*  
Tel. 622-7069



Paul H. Pare  
*Ward 3*  
Tel. 622-2772



Jay John Ray  
*Ward 4*  
Tel. 622-9673

# *Schedule of Public Meetings*

**Assessment Review Board**

When needed

**Augusta Housing Authority**

1st Monday, 7:00 p.m. – City Center

**Board of Education**

2nd Wednesday, 7:00 p.m. – Various schools;  
four times a year, televised from City Center

**BOCA Board of Appeals**

When needed

**Cable TV Advisory Committee**

3rd Thursday, 7:00 p.m. – Capital Area  
Technical Center

**City Council Business Meeting**

1st & 3rd Monday, 7:00 p.m. – Council Chambers

**City Council Informational Meeting**

2nd & 4th Monday, 7:00 p.m. – City Center

**Community Development Advisory Comm./****Augusta Affordable Housing Alliance**

1st Wednesday, 5:00 p.m. City Center

**Conservation Commission**

2nd & 4th Tuesday, 7:00 p.m. – City Center

**Fort Western Board of Trustees**

Last Wednesday, 7:00 p.m. – City Center  
Except – Feb., Apr., July, Aug., Dec.

**Historic Preservation**

1st Wednesday, time varies – City Center

**Lithgow Library Board of Trustees**

2nd Tuesday, 6:45 p.m. – Lithgow Library  
Except – July, August

**Parking District**

3rd Thursday, 9:00 p.m. – City Center

**Planning Board**

2nd Tuesday, 7:00 p.m. – City Center

**Recreation Advisory Board**

3rd Wednesday, 7:00 p.m. – City Center  
Except – February (Last Wed.)

**Sanitary District Trustees**

2nd Wednesday, 6:00 p.m. – Sanitary District  
Annual Meeting – 1st Monday in May 7:00 p.m.

**Tree Board**

1st Tuesday, 7:00 p.m. – City Center

**Voting Appeal Board**

When needed

**Water District Trustees**

3rd Monday, 8:00 a.m. – Water District  
Holiday – Tuesday

**Zoning Board of Appeals**

1st Thursday, 7:00 p.m. – City Center

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## **OFFICE HOURS**

City Center: Monday–Friday – 7:45 a.m. to 4:30 p.m.

Hatch Hill Sanitary Landfill: Tuesday–Saturday – 8:00 a.m. to 4:00 p.m.

Lithgow Library: Monday–Thursday – 9:00 a.m. to 8:00 p.m.

Friday–Saturday – 9:00 a.m. to 5:00 p.m.

Children's Room opened Monday & Thursday until 8:00 p.m.  
(July & August – Close at 12:00 on Saturdays)



# City Manager's Report

I am pleased to report that the city ended the 1995 fiscal year in excellent financial shape, adding to its fund balance, even after the tax rate remained the same for two consecutive years. The positive financial condition is a credit not only to the finance office but to all of the city's dedicated employees who performed services to the public in a thorough but cost-effective manner.

Real estate taxes have changed slightly in recent years in the face of a variety of factors (unfunded mandates, decreases in state funding for schools, inflation, some loss of property values), but your elected and appointed officials have worked hard to keep taxes stable. The accompanying graph shows recent tax rates for each major government sector.

Reports from department and bureau directors provide full information on various city activities and accomplishments. We will attempt to touch upon only a few matters here.

While we have focused on controlling expenses and operating in a tight economy, we must be careful not to ignore basic needs, not to defer costs only to see them become more expensive later. The city needs to have a new, or vastly renovated, police station. It is not a need that will go away. The city is working on developing plans for a functional facility to serve well into the next century.

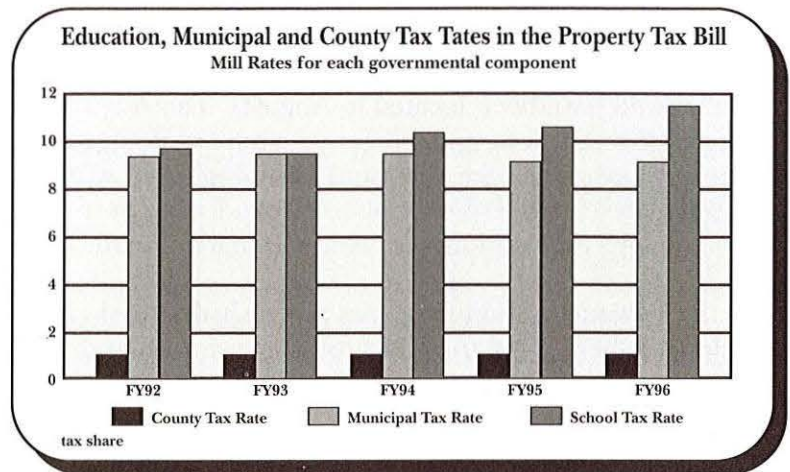
During 1995, the city completed the sale of the former Farrington School, a building that had been left unattended for over six years. The sale, to Gardiner Savings Institution, should improve the appearance of the Eastern Ave.-Hospital Street intersection and provide an additional tax source for the city. It turns, in banking terms, a nonperforming asset into a productive asset.

Also during 1995, the city formally established a Sister City relationship with Fredericton, N.B., the capital city of New Brunswick. An Augusta delegation visited Fredericton in the fall — and found that the communities had much in common. More exchanges will take place in the future.

The Marketplace at Augusta moved forward in 1995, further positioning Augusta as a retail center for central Maine. This development has been aided by a Tax Increment Financing tool, which has become a little controversial. We refer you to page 31 for a summary statement illustrating the impact of the TIF.

I wish to commend and thank all employees who have worked so hard to serve the public well. They are good people to work with. I also want to express appreciation to the City Council and to citizens who have served on a multitude of boards for their support and interest in the betterment of the city.

— Terry St. Peter  
City Manager





# *Economic Development*

1995 has been, in general, a positive year in Augusta. Despite several significant economic dislocations and setbacks, the local economy has continued to show growth and modest expansion. While the significant issues of government downsizing and the closing of Statler Tissue were the most newsworthy stories of 1995, many other local businesses continued to see slow and steady growth. Offsetting these dramatic job losses were new job creation at the Mall at Augusta, NorthCenter Foodservice, the growth of Kennebec Valley Medical Center, and the continued re-birth in the Heart of Augusta.



Jean Belair

The Capital Cultural Commission, under the chairmanship of Sumner Lipman, struggled during the year to craft a viable cultural and telecommunications center which would have been located in Augusta. The Augusta Board of Trade, under the auspices of the Capital Cultural Commission, applied for — and was denied — a TIIAP (Telecommunications and Information Infrastructure Assistance Program) planning grant of \$250,000. These funds, if received, would have been utilized to develop site specific plans incorporating the needs of Maine Public Broadcasting, the Maine Science & Technology Foundation, the National Guard, and the University of Maine's Interactive T.V. Network System.

In November, Augusta voters narrowly defeated a proposal to implement a revolving loan fund which would have been used to assist business retention and business growth. This program, deemed essential to long-term economic development, was well supported by many in the community.

In September, after almost two years of planning, the City was able to implement a sister-city relationship with Fredericton, New Brunswick. This capital-to-capital relationship has proven of interest and of benefit to all participants.

Earlier in the year, all of the work required under the terms of a Housing Opportunity Zone grant to the City of Augusta by the Maine State Housing Authority was completed. Five derelict properties were acquired and demolished; the lots were cleared and graded; and, the property was advertised and sold to parties whose re-use was deemed in the best interests of the City.

The Economic Development Office also continues to serve as a resource for the Heart of Augusta Team. During the year, we have had two loaned Executive Directors: Paula Quirion from Fleet Bank; and, Cherie Frith from Key Bank. As a provider of technical services to the Heart, we have been able to assist with training of the Executive Director, program development, and have provided assistance with grant administration.

In July, the Augusta Board of Trade acting at the suggestion of city officials, engaged the services of Roger Mallar as consultant to the City for development of the third bridge.

Although the Mall at Augusta has not met earlier expectations for its build-out, it has continued to grow in this very difficult retail economy. In May, the ground-breaking was held for a 10-plex Hoyt Cinema, a 20,000 square foot Staples store, and a 50,000 strip center located immediately off of Townsend Road. In October, on schedule, the grand opening was held for Michael's Crafts, Barnes & Nobles Booksellers, and Staples Office Superstore. Hoyt Cinemas opened shortly after.



**NorthCenter Foodservice supplies institutional food products throughout New England from its Augusta base. In June, the company held an open house after completion of its 45,000 square foot addition. As of year end, the company employs 185 people.**

Another new development project, the Maine Merchants building located on Sewall Street will soon add almost 22,000 square feet of Class A office space to the local marketplace. This project is expected to be completed in the late spring of 1996 and promises to be fully occupied by June.

During the past year the Augusta Board of Trade sold two parcels of land for new businesses in the City. The Board sold a small parcel of land on the corner of Civic Center Drive and Community Drive to Augusta Federal Savings Bank who will soon be building a new 4,000 square foot office and branch bank on the property. In June, the Board sold a one-acre parcel of land in the Central Maine Business Park to Mechanical Services, Inc. Mechanical Services is currently constructing a new 10,000 square foot office and service facility on the property. Local investment by Augusta Federal and Mechanical Services is a testament to the long-term economic viability of Augusta and the capital region.

People's Heritage Bank will soon be opening its newest branch bank to be located on Western Avenue in Augusta. This 7,500 square foot building and 12 new jobs are expected to be a significant plus for the local business and residential consumer.

**In June, 1995, the Vickery Dowing project was completed in downtown Augusta. This ± 20,000 square foot renovation provides state-of-the-art offices for Kennebec Pediatrics as well as larger display space for the Children's Discovery Museum and a variety of other family oriented service providers. In addition to being a significant anchor in the downtown revitalization, this project also demonstrates the changing character of the Central Business District as it becomes more service oriented.**

In April, the Davis automobile facility opened on Civic Center Drive. This 4-plex automobile super store is located on approximately 6 acres of land in the Augusta Business Park immediately adjacent to the I-95 interchange.

Another local business that is expanding into the Augusta Business Park is Brake Part Services. This subsidiary of Webber Oil will soon complete a 10,000 square foot facility adjacent to Seltzer & Rydholm. The business is relocating from Bangor Street and more than doubling its physical plant because of Augusta's growing importance as a regional service center.

In April, the community saw a huge investment on the part of SCI when they purchased the Digital Equipment plant in Augusta. This multi-million dollar sale promises long-term benefits for the employees in the community.

The City, working in conjunction with the Augusta Board of Trade and a variety of other government and private agencies continues development of the Augusta Travel Plaza. This project, to be located adjacent to the Western Avenue interchange of I-95, is expected to add \$20 to \$25 million to the local economy beginning in 1998. Support for this project is being provided by the MDOT, Federal Highway Administration, Maine Turnpike Authority, private sector, Gardiner Savings Bank, as well as the State of Maine.

—Jean Belair  
*Director, Economic & Community Development*

# City Clerk's Report

## 1995 Statistics

### Vital Statistics

Births Recorded	641 *	1-Day Exchanges – Fish/Combo	48
Deaths Recorded	506 **	3-Day Exchanges – Fish/Combo	37
Delayed Births	2	Automobile Graveyard Permit	1
Depositions	10	Beano Permits	7
Fetal Death	1	Billiard Rooms	7
Marriages	302	Bottle Club License	1
Dog Licenses:		Bowling Alley	1
Males/Females	332	Burial Permits	429
Sp. Females/N. Males	1,041	Business Name Change	1
Kennels	2	Coin-operated Amusement Dev. Lic.	24
Replacement Licenses	18	Dancing Licenses	20
		Food Seller's Permits	7
		Games of Chance – Blanket Letters	13
		Games of Chance – Single	2
		Going-out-of-Business License	1
		Incorporated Civic Organization	
		Liquor License	1
		Junkyard Permits	3
		Lunchmobile Licenses	13
		Malt Liquor Licenses	38
		Mass Outdoor Gathering	1
		Off-Premise Catering	9
		Pawnbroker's Licenses	3
		Roller Skating Rink License	1
		Special Amusement Permits	18
		Spirit. & Vinous Liquor Licenses	30
		Taxi Drivers Licenses	30
		Taxi Operators Licenses	5
		Victualer's Licenses	143
		Vinous Liquor Licenses	6

### Miscellaneous Permits/Licenses

Archery Licenses	145
Archery/Fish Combo	10
Atlantic Salmon Licenses	4
Bear Permits	58
Combo Serv. Licenses	2
Duck Stamps	91
Duplicate Licenses	54
Jr. Atlantic Salmon Lic.	2
Muzzleloading	79
Res. Combo Licenses	1,015
Res. Fish Licenses	1,642
Res. Hunt Licenses	702
Res. Jr. Hunt Licenses	157
Res. Small Game Licenses	13
Supersport Licenses	10

\* Augusta Residents – 191

\*\* Augusta Residents born out of town – 54

\* Augusta Residents – 247

\*\* Augusta Residents died out of town – 34



**Voter Registration**  
**Report of Registered Voters – November 7, 1995**

Ward	District	Democrat	Republican	Unenrolled	Independent	Green	Reform	Totals
1	95	373	487	328	6	3	1	1,198
1	96	840	766	671	34	3	6	2,320
2	94	38	34	15	1	0	0	88
2	95	247	148	224	7	4	1	631
2	96	1,129	1,045	981	22	3	2	3,182
3	95	1,687	1,027	1,186	32	6	24	3,962
4	94	1,167	1,175	1,090	29	7	13	3,481
4	96	160	132	112	3	0	1	408
<b>Totals</b>		<b>5,641</b>	<b>4,814</b>	<b>4,607</b>	<b>134</b>	<b>26</b>	<b>48</b>	<b>15,270</b>

**Report of Registered Voters – November 7, 1993**

Ward	District	Democrat	Republican	Libertarian	Independent	Unenrolled	Totals
1	89	320	430	1	0	290	1,041
1	90	971	874	2	0	683	2,530
2	88	330	322	0	0	248	900
2	89	105	41	1	0	69	216
2	90	844	807	2	0	694	2,347
3	89	1,563	975	3	0	974	3,515
4	88	1,377	1,372	2	1	1,184	3,936
<b>Totals</b>		<b>5,510</b>	<b>4,821</b>	<b>11</b>	<b>1</b>	<b>4,142</b>	<b>14,485</b>

— Madeline Cyr  
*City Clerk*

# Assessor's Report

During the 1995 calendar year, 535 deeds and 598 mortgages came through this office. The majority of the sales were single-family homes with an average sale price of \$70,000; there were 150 residential sales and 27 commercial sales during 1995. Based on the current ratio study for residential property, the average assessment ratio is 104% of market value.

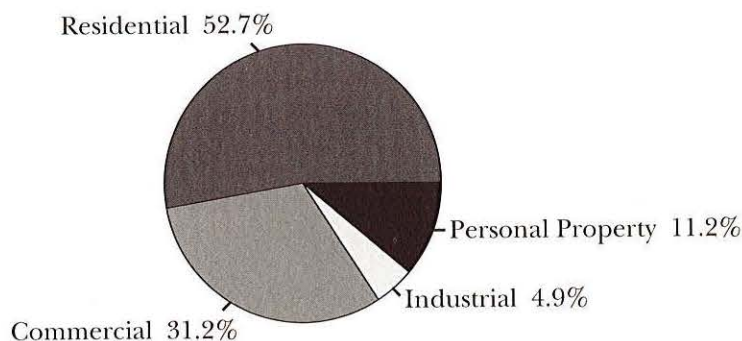
To satisfy current State requirements, exterior inspections of one-quarter of the properties in the city are done yearly. For 1995, the inspections were the southwesterly quarter of the city which comprises about 2,000 properties. In addition, approximately 700 properties were inspected due to building permits that have been issued.

For 1995, there was an overall **decrease** in taxable valuation of \$7,338,300 as compared to the previous year's **increase** of \$16,091,000. The closing of the Statler paper mill resulted in a decrease of \$5,847,000 in taxable valuation. A summary of valuation changes by category for the year is as follows:

<u>Increases</u>		<u>Decreases</u>	
Commercial Property:	\$ 9,002,900	Commercials:	\$15,031,200
Residential Remodeling:	1,061,200	Residentials:	3,191,100
New Single-Family Homes:	1,814,600	Demolitions/Fires:	380,700
New Mobile Homes:	923,900	Taxable to Exempt:	506,000
Misc. Increases:	890,700	Misc. Decreases:	1,922,600
Total Increases:	\$13,693,300	Total Decreases:	\$21,031,600

— Don Cadwell  
Assessor

## Taxpayer by Category in Augusta 1995-96 Fiscal Year





# Augusta Civic Center



David Jowdry

The Civic Center has just completed its most productive year ever. Total revenues exceeded any previous year.

Thousands of dollars continue to be pumped into the local economy through the various statewide activities and conventions of all sizes that have contracted with the building over the past year. The Civic Center remains the most versatile facility in the state for hosting functions for 7 to 7,000 people.

## Highlights of FY 1995

- ✓ Bob Howard, the building Director for the past five years, accepted a similar position as the first director of the just completed Bryce Jordan Center at Penn State University.
- ✓ The Civic Center energy conservation conversion has now been completed for all but the first floor of the Main Building.
- ✓ Use of the meeting rooms continue an upward swing with increases of 17% in the Main Building and 13% in the North Wing over 1994. This is the fourth year in a row that there has been an increase in the number of room rentals.

## Touring Shows

- ✓ Touring shows that appeared during 1995 were: The Nutcracker on Ice, The Wizard of Oz, The Kora Temple Shrine Circus, Marty Stuart Concert, The Coasters, Travis Tritt Concert, George Jones & Tammy Wynett, and The Nutcracker Ballet.

The Main Auditorium was booked a total of 184 days with conventions, expos, basketball, banquets, trade shows, craft shows, educational fairs, family events and graduations. The increase in Main Auditorium events was 12% over 1994.

— David Jowdry  
Civic Center Director



AUGUSTA CIVIC CENTER

# Police Department

## *Message from the Chief*



The citizens of Augusta are fortunate that they are not faced with the types and levels of crimes that other cities and especially capital cities are faced with. Although we are not immune from serious crimes, we do not have crack cocaine, heroin, or other drug dealers taking over our streets and neighborhoods. We do not have driveby shootings and armed robberies as a way of life. We are fortunate that the city has not experienced a murder since 1991. This says a lot for the citizens of our fine city. This says that we, the people, refuse to let our streets, neighborhoods, and the city as a whole be taken away from us and our way of life. Augusta is a fine place to live and bring up our families. I know that I am proud to be a part of this city as both a family man and as your Police Chief.

— Wayne McCamish

It is a pleasure to submit the Annual Report as it relates to the Augusta Police Department during 1995.

During 1995, the police department experienced changes in personnel and assignments. The City Council agreed to accept a Cops Fast police position that is being utilized as a "Crime Prevention Officer." Patrol Officer Ronald Henderson, a seven-year police veteran, was assigned to the newly created position. A change in personnel was experienced in the Criminal Investigation Division as Detective Dennis Latendresse, a seventeen-year department veteran, and Patrol Officer Keith Brann, an eight-year department veteran changed assignments. Additionally, three new patrol officers were hired to bring the department up to full compliment. Patrol Officers Christian Behr, Kevin Lully, and Mark Bridgham joined the force to serve our community. The department had one patrol officer, Jeffrey Norton, a seven-year veteran, leave the department to pursue other career opportunities.

Training of department personnel continues to be a priority within the police department. As the only city department accessible to the public twenty-four hours a day, three hundred sixty-five days a year, our employees many times are the only department a citizen may have contact with for any problem or assistance. We are committed to training our employees so that we are able to provide the best possible assistance to our citizens and the public at large.

Once again the department was able to take advantage of a State Highway Safety Grant of \$20,000 for O.U.I. enforcement which funded numerous O.U.I. roadblocks and special O.U.I. patrols.



The following figures show a comparison of crimes reported for national statistics, by number.

Crimes	1995	1994
Homicide	0	0
Rape	4	13
Robbery	12	8
Aggravated Assaults	16	7
Burglary	216	238
Theft	857	887
Auto Theft	56	50
Arson	8	9
<b>Totals</b>	<b>1,169</b>	<b>1,212</b>

Of the above crimes reported, the police department cleared 34% for 1995, compared to 30% for 1994. According to the latest figures for crime in Maine for 1994, the State average for clearance rates for Maine was 28.6%. The national average for clearance rates for 1994 was 21%.

Although serious crimes decreased from 1994 to 1995, total arrests of individuals for all categories of crimes increased. Arrests for adult males increased from 1,005 in 1994 to 1,029 in 1995. Adult females increased from 227 in 1994 to 403 in 1995. Juveniles (under the age 18) increased from 296 in 1994 to 316 in 1995.

For the year 1995, the police department's response time in handling over 28,500 incidents was four (4) minutes or less. This represents 74.5% of the total incidents the police handled for the year. Of the over 28,500 calls, 23,800 plus calls were responded to in two (2) minutes or less, which represents 61.9% of the total incidents for the year.

The following are excerpts from various letters of appreciation citing compassion, sensitivity, and professionalism shown by employees of the Augusta Police Department.

Dear Chief McCamish:

*"And we do want to let you, your officers and staff, know that we are some of the many residents who appreciate all that you do, especially the oftentimes thankless/unpleasant, and even dangerous tasks you must face, for all of us. We are grateful."*

*"The officers who responded to the call handled it in a very professional yet caring manner. As we were unable to be contacted and be there with our daughter during this traumatic incident, we are grateful to the officers who were there with her. We are very appreciative of the support they gave her at a time when she greatly needed it."*

*"I am writing to you to tell you how pleased I am with your service. (I bet you don't get this too often.) I have great respect for the law (believe it or not). I broke a law and deserved to be punished. I was pleased with the respect you gave me. I was upset with myself for getting the ticket and wondering how to pay it, and you showed care."*

In closing of my annual report, I want to express my appreciation to the citizens who have so strongly supported the activities of the Police Department throughout the past year. I want to especially thank all the other city departments that have cooperated and provided support to the Police Department that assists in enabling us to deliver the quality of service to our community.

— Wayne McCamish  
Chief of Police

# Fire and Rescue Department



Norman Arbour

As we come to the end of 1995, I am pleased at all we've been able to accomplish during the past calendar year. The support and confidence everyone has placed in us is truly gratifying. We hope to continue to do everything possible to prove that their belief in us is well founded.

I have the pleasure of reporting that the demands for the services we provide has decreased for the first time since 1990. The Emergency Medical service side of our business responded to 2,364 incidents with the Fire side at 676. This equates to over eight calls per day for the many and varied services we provide. As with every fire department, whenever anyone is in doubt as to whom to turn to for help, we get the call.

Our training commitment continues to be one of our top priorities. 1995 saw the following major areas addressed: hazardous materials recertification, radiological emergency refresher along with an actual drill for Maine Emergency Management, all paramedics refreshed in advanced cardiac life support, and the entire department recertified in CPR.

Fire and safety programs of all kinds continue to be available for the entire community. These programs include such topics as extinguisher classes, exit drills, prefire inspections of commercial buildings and our successful Learn Not to Burn program in all the area schools.

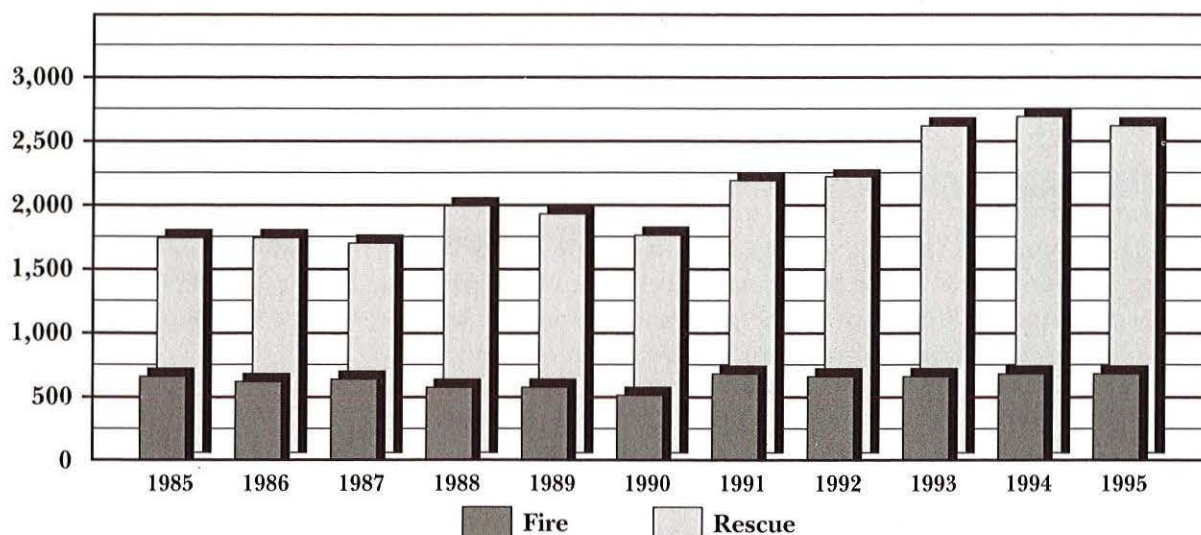
Another area in which we were successful was the establishment of a physical fitness program for department members. It has helped to keep all those participating in better physical condition, thus lowering our workers absenteeism and comp claims.

I'm also pleased to report that we were able to obtain a grant from Maine Emergency Management for approximately \$2,500 worth of radio equipment. This was made possible because of our continued involvement in Maine Yankee's radiological preparedness plan. It is our hope that this type of grant will be an on-going one for the department.

Reflecting back on the past year, many of the goals and objectives that we had hoped to achieve were accomplished. With the continued support and co-operation from everyone, there is no direction for us to go but forward. I would like to take this opportunity to thank everyone within the community who has made a contribution towards our progressive efforts.

— Norman Arbour  
*Fire Chief*

## Fire and Rescue Calls





# Audit Reports

## Statement of Revenues and Expenditures

Budget and Actual - Budgetary Basis

General Fund

Year ended June 30, 1995

	Budget	Actual	Variance favorable (unfavorable)
Revenues:			
Taxes	\$ 21,218,169	21,439,816	221,647
Licenses and permits	107,975	148,545	40,570
Intergovernmental revenues	8,569,819	8,524,104	(45,715)
Tuition and other charges for services-education	1,156,500	1,261,918	105,418
Charges for services	515,150	544,460	29,310
Fees and fines	21,000	20,648	(352)
Unclassified revenues	352,635	386,761	34,126
Interest earned	212,000	464,961	252,961
Operating transfer	300,000	352,823	52,823
Budgeted use of surplus	479,631	-	(479,631)
Total revenues	32,932,879	33,144,036	211,157
Expenditures:			
Current:			
General government	596,268	586,230	10,038
Finance and administration	537,673	533,587	4,086
City services	2,828,234	2,681,117	147,117
Community services	1,732,399	1,630,765	101,634
Public safety	4,381,328	4,325,757	55,571
Education	17,634,502	17,553,626	80,876
Insurance and fringe benefits	828,640	744,259	84,381
Other fixed charges	1,871,000	1,868,552	2,448
Unclassified	1,049,200	1,062,758	(13,558)
Capital improvements	396,375	236,244	160,131
Debt service	1,077,260	1,111,563	(34,303)
Total expenditures	32,932,879	32,334,458	598,421
Excess (deficiency) of revenues over (under) expenditures	\$ -	809,578	809,578

NOTE: Copies of the entire financial report are available for review in the City Manager's Office.

# Audit Reports

## Combined Balance Sheet

All Fund Types and Account Group

June 30, 1995

(with comparative totals for June 30, 1994)

	Governmental Fund Types		
	General	Special Revenue	Capital Projects
<b>ASSETS</b>			
Cash and cash equivalents	\$ 150,101	299,486	-
Investments	8,522,134	-	-
Receivables:			
Taxes receivable	1,064,451	-	-
Tax liens	197,859	-	-
Accounts receivable, net of allowance of \$108,000 in the General Fund	88,793	1,071,373	45,008
Interfund loans receivable	188,790	270,682	333,704
Due from other governments	604,810	245,389	-
Advances to other funds	135,490	-	-
Notes receivable	-	-	-
Prepaid expenses	181,111	2,663	-
Inventories	2,876	51,664	-
Fixed assets (net, where applicable, of accumulated depreciation)	-	-	-
Amount to be provided for retirement of general long-term debt	-	-	-
Amount to be provided for accrued compensated absences	-	-	-
Amount to be provided for retirement of capital lease	-	-	-
<b>Total assets</b>	<b>\$ 11,136,415</b>	<b>1,941,257</b>	<b>378,712</b>
<b>LIABILITIES AND FUND EQUITY</b>			
Liabilities:			
Accounts payable	1,303,000	127,358	78,147
Accrued wages and benefits payable	1,187,237	72,527	2,829
Accrued compensated absences	588,129	4,020	-
Refundable other deposits	2,700	-	-
Accrued liability for landfill closure and postclosure costs	-	-	-
Interfund loans payable	2,093,518	111,256	-
Deferred revenue	880,000	27,618	-
Taxes received in advance	17,053	-	-
Advances from other funds	-	-	-
Due to student groups	-	-	-
Deferred compensation benefits payable	-	-	-
Bonds and notes payable	-	-	-
Capital leases payable	-	-	-
<b>Total liabilities</b>	<b>6,071,637</b>	<b>342,779</b>	<b>80,976</b>
Fund equity:			
Contributed Capital	-	-	-
Retained earnings:			
Unreserved	-	-	-
Fund balances:			
Reserved for Community Development Grant	-	942,502	-
Reserved for endowments	-	-	-
Reserved for inventory	-	51,664	-
Reserved for encumbrances	158,855	964	1,171
Reserved for noncurrent interfund receivable	135,490	-	-
Unreserved:			
Designated	1,057,018	-	296,565
Undesignated-School	439,268	272,023	-
Undesignated-City	3,274,147	331,325	-
<b>Total fund equity</b>	<b>5,064,778</b>	<b>1,598,478</b>	<b>297,736</b>
<b>Total liabilities and fund equity</b>	<b>\$ 11,136,415</b>	<b>1,941,257</b>	<b>378,712</b>

NOTE: Copies of the entire financial report are available for review in the City Manager's Office.



# Audit Reports

## Combined Balance Sheet All Fund Types and Account Group, Continued

Proprietary Fund Types		Fiduciary Funds	Account Group	Totals	Component	Totals	
Enterprise	Internal service	Trust and Agency	General Long-term Debt	(Memorandum Only) Primary Government	Unit - Ft. Western Fund	(Memorandum Only) Reporting Entity	
						1995	1994
307,259	-	193,405	-	950,251	7,719	957,970	917,726
-	-	846,488	-	9,368,622	116,738	9,485,360	8,000,344
-	-	-	-	1,064,451	-	1,064,451	1,017,275
-	-	-	-	197,859	-	197,859	336,481
127,653	-	-	-	1,332,827	-	1,332,827	1,362,267
1,520,601	80,571	4,217	-	2,398,565	-	2,398,565	2,080,338
-	2,998	-	-	853,197	-	853,197	821,069
-	-	-	-	135,490	-	135,490	210,109
34,281	-	-	-	34,281	-	34,281	41,543
30,062	-	-	-	213,836	-	213,836	252,507
20,524	176,740	-	-	251,804	-	251,804	256,786
3,149,721	766,403	-	-	3,916,124	-	3,916,124	4,320,374
-	-	-	11,559,383	11,559,383	-	11,559,383	12,195,192
-	-	-	959,043	959,043	-	959,043	519,689
-	-	-	972,676	972,676	-	972,676	1,009,001
5,190,101	1,026,712	1,044,110	13,491,102	34,208,409	124,457	34,332,866	33,340,701
80,924	29,362	-	-	1,618,791	-	1,618,791	1,277,532
15,965	4,668	-	-	1,283,226	-	1,283,226	1,402,553
75,720	37,077	-	959,043	1,663,989	-	1,663,989	1,243,698
19,086	-	-	-	21,786	-	21,786	29,350
2,038,600	-	-	-	2,038,600	-	2,038,600	1,983,700
188,791	-	-	-	2,393,565	5,000	2,398,565	2,080,338
-	-	-	-	907,618	-	907,618	925,000
-	-	-	-	17,053	-	17,053	16,068
135,490	-	-	-	135,490	-	135,490	210,109
-	-	120,499	-	120,499	-	120,499	99,763
-	-	309,459	-	309,459	-	309,459	225,758
2,390,000	-	-	11,559,383	13,949,383	-	13,949,383	15,185,192
35,054	136,823	-	972,676	1,144,553	-	1,144,553	1,204,374
4,979,630	207,930	429,958	13,491,102	25,604,012	5,000	25,609,012	25,883,435
-	35,789	-	-	35,789	-	35,789	-
210,471	782,993	-	-	993,464	-	993,464	659,162
-	-	-	-	942,502	-	942,502	1,045,620
-	-	526,621	-	526,621	-	526,621	517,561
-	-	-	-	51,664	-	51,664	43,640
-	-	-	-	160,990	-	160,990	407,560
-	-	-	-	135,490	-	135,490	172,400
-	-	-	-	1,353,583	-	1,353,583	1,024,926
-	-	87,531	-	798,822	-	798,822	623,551
-	-	-	-	3,605,472	119,457	3,724,929	2,962,846
210,471	818,782	614,152	-	8,604,397	119,457	8,723,854	7,457,266
5,190,101	1,026,712	1,044,110	13,491,102	34,208,409	124,457	34,332,866	33,340,701

# City Planning

## 1988 Growth Management Plan Review – Capital Action Plan

Work on the City's Master Plan was intensified in 1995. Early in the year, the City Council retreat focused attention on the planning effort underway. In early April, a meeting of the Steering Committee (City Council members and subcommittee chair persons) generated excitement and direction. The City decided to use the 1988 Plan as the base. In June, the City hired the consultant team of H. Dominie Inc., Kent Associates, Planning Decisions and Casey & Godfrey Traffic Engineers. Holly Dominie, Brian Kent, Frank O'Hara, and Diane Casey have been busy assisting committees develop strategy boards and have pulled together strategies from earlier independent planning studies still relevant to the future of Augusta. In September, the State provided the City with an informal review of the 1988 Plan citing areas where the Plan was consistent with the Goals of the Growth Management Act and where we should focus more attention during this effort. In the fall, an Urban Design workshop included a video of characteristics of 10 successful cities in the U.S. and a slide show of highlights of Augusta. The workshop concluded with participants taking time to envision and discuss what and where development priorities should occur to put Augusta on the map. Strategy Boards, now near completion, are expected to be finalized in 1996 for presentation to the public and for the adoption by the City Council.

## Planning Board Decisions Since 1988

Board Decisions	1988	1989	1990	1991	1992	1993	1994	1995
Special Exceptions Conditional Uses (New-Expanded-Amended)	32	41	17	15	16	23	25	22
Rezoning	7	7	3	3	2	7	4	8
Text Amendments	4	16	2	2	6	5 + list	6	4
Subdivisions & Site Plan Review – new	11	17	9	5	1	4	11	6
Subdivisions – amendments	9	6	6	3	3	2	6	4
Informational items Historic Preservations / CIP	1	1	1	4	4	6	3	2
Bylaws amendments				major	2	1	0	0

## Other Activities of the Planning Bureau

1. Historic Preservation Commission: Provided staff support.
2. Day to Day Administration: Handled calls and/or visits from citizens, developers, realtors, appraisers regarding zoning issues, subdivision and other development related issues. Prepared minutes of Board meetings, coordinated and conducted staff reviews of development projects.
3. In conjunction with Community Services staff and an Advisory Committee, conducted a planning process to develop a Comprehensive Signage Program.
4. Member of the RTAC – Region 4.

— Kathy B. Fuller  
City Planner



# *Engineering Bureau*

The Engineering Bureau provides professional/technical services to the City concerning the physical aspects of the City such as buildings, streets, and drainage. Presently, the Bureau consists of two Civil Engineers, an Administrative Coordinator and a part-time clerk that is shared between three bureaus.

Much has been accomplished during fiscal year 1995. The Engineering Bureau was responsible for the design and management of several City projects. Engineering plays a large role in the evaluation and approval of other private projects, such as residential and commercial developments, which are being designed and built throughout the City. Some of the major City projects which took place over the past year are:

## **Design and Construction Management Projects**

- Water Street Sidewalks and Lighting
- Mud Mill Road Reconstruction
- Chapel Street Reconstruction
- Railroad Parking Lot
- Calumet Playground/Tennis/Basketball Courts

## **Construction Project Management**

- Civic Center H.V.A.C. Systems Replacement
- McCall's Pool
- Calumet Pool
- Williams Pool
- Traffic Signal Replacement & System Upgrades
- Aerial Mapping
- Lithgow Library Plaster Repair & Painting
- Phase I of 911 Emergency Street Numbering

## **Future Project Planning**

- Kennebec River Bicycle Trail
- Augusta Master Plan – Infrastructure Committee
- Cony Street/Willow Street Intersection Improvements
- Hartford Fire Station Floor Structure Upgrade

Along with these projects throughout the City, the Engineering Bureau also provided technical assistance and public support in the following areas:

## **Technical Assistance /Public Support**

- Computerized Mapping
- Tax Map Information
- Assignment of Street Numbers
- Review of Subdivision Plans
- Review of Commercial Site Plans
- Coordination with Local Utilities for Projects
- Driveway Location, Curb Cuts
- Review, Address and Assist Resolution of Citizen Complaints Regarding City Infrastructure

## **Maintain Records of City Public Buildings and Streets**

- Topographic Information
- Street Descriptions
- Right-of-Way Locations
- Horizontal and Vertical Datum
- 1939 WPA Maps

— Lionel Cayer  
Director, Engineering Bureau

# Solid Waste

The highlights of 1995 were: improved finances, another Recycling Grant, reduced quantity of material landfilled, recycling rates exceeding the State Goals, Closure of Expansion I and future planning for our next solid waste solution.

## Improved Finances

In FY 1995, Retained Earnings for the Hatch Hill Enterprise Fund were \$143,671. The positive Retained Earnings can be attributed to increased revenues from the sale of recyclable materials and operating expenses and closure cost reserves more accurately estimated. In previous years, the Retained Earnings for Hatch Hill had been in a deficit position.

## Tonnages

A total of 28,927 tons of material was received in 1995. The breakdown in tonnage with a comparison to 1994 is as follows:

	1995 tons	1994 tons
Landfilled, Municipal Solid Waste	26,071	30,700
Landfilled, Special Waste	163	60
Recycled Waste	2,398	2,044
Leaves/Food for Compost	270	410
Tires	25	197
	<hr/> 28,927	<hr/> 33,411

These figures represent over 200 more tons of material being recycled or composted than 1994 and also less material landfilled.

## Recycling Rates

The Hatch Hill Region once again improved the amount of material we recycle. This year, our report to the Maine Waste Management Agency resulted in a recycling rate of 36.7%. This rate exceeds the goal of 35% set by the State and satisfies the State requirements for municipalities to make reasonable progress on recycling. The improved recycling can be attributed to increased participation in the City's recycling program both at Hatch Hill and curbside, increased recycling by the private sector and better record keeping. The increased recycling has reduced the amount of material landfilled. This reduces total revenues received while at the same time saving landfilled space.

## Recycling Grant = Program Improvements and Expansions

In March, a Recycling Grant was submitted to the State for the purchase of recycling equipment. This grant serves two (2) purposes:

1. To expand and improve the recycling center at Hatch Hill;
2. To provide a recycling trailer for the Residential Drop-off at Public Works.

The State had approximately \$500,000 in funds for this program and the City was fortunate to receive \$37,870 in State funds which equals 75% funding towards the following equipment: 1 Mobile Recycling Trailer, 2 50-yd. Roll-off Containers, 1 Compacting Roll-off, 1 Bunker for Tin Cans, and 1 Storage Addition.

The mobile recycling trailer replaced the 55-gallon barrels being used at Public Works for the City's Drop-off Program and also allows cardboard to be dropped off there. This trailer will make the drop-off area more efficient and user friendly.

The new compacting roll-off container is being used for cardboard recycling, allowing us to provide this service to all users of the Hatch Hill Facility.

The bunker for tin cans will provide for the loose storage of this material. They will be baled and loaded on a flat bed when the white goods are recycled. This will save transportation costs.

The storage addition will provide for the dry storage of baled paper products.



### Closure of Expansion I

This has been an ongoing project with the DEP since 1989. We received approval to construct this closure from the DEP in July and Bridgecorp started construction in late August. Seeding of the last area and site cleanup was completed in October. The estimated budget for the project was \$418,000. Based on construction costs, this figure has been revised to \$390,000. A DEP Closure Grant of \$135,000 was received for this project, leaving a net cost to the Hatch Hill Enterprise Fund of approximately \$255,000. In the past, the State has provided 75% funding for landfill closures, so we may be eligible for additional reimbursements at a later date provided there are State Closure Funds available.

### Future Planning

In June, the City Council appointed the Solid Waste Management Committee to consider and develop a recommendation for a solid waste disposal alternative when the current landfill, Expansion II, reaches capacity. Expansion II is expected to reach capacity in the year 2000. Through a competitive selection process, this committee retained Woodard and Curran Environmental Services, Inc. to conduct an in-depth study to determine what solid waste disposal options are available. Criteria such as environmental, economic, social, and other factors are being considered.

Members of the committee are: Councilor Jay John Ray (Chairman), Councilor John Bridge, Richard Breton, Carolyn Burns, Jody Harris, Mary Ellen Miner\*, and William Vogt.

\* Due to time commitments, Mary Ellen Miner was replaced by Jeff Edwards, while Rocky Gaslin was added as an additional member in December.

### Miscellaneous

In October, the School Food Waste Composting Program was expanded to include all the schools.

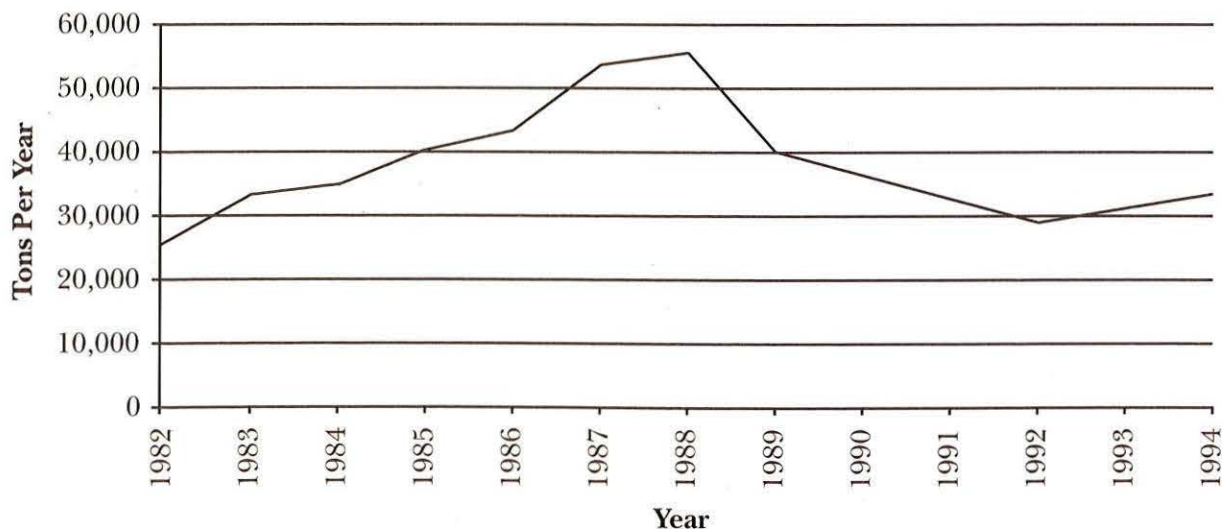
4,786,733 gallons of leachate were hauled for treatment and disposal to either the Augusta Sanitary District or the Kennebec Sanitary Treatment District. This year, Statler's Wastewater Treatment Facility was not available due to the closing of Statler so the leachate hauling schedule had to be adjusted accordingly.

Over 780 3-Trip Residential Passes were issued, allowing residents to use Hatch Hill without needing a Hatch Hill Permit. Residents found this to be a convenient way to clean up around the house and yard.

## **Solid Waste Volumes at Hatch Hill Sanitary Landfill**

Perhaps not surprisingly, the volume of Municipal Solid Waste varies, depending on economic factors, people's efforts to conserve, recycling, and so on. Since the financial structure of the DEP-approved, composite-lined Hatch Hill Sanitary Landfill depends on volume, changes from year to year have an impact. A look at the historic solid waste quantities, therefore, is revealing.

### Historic Solid Waste Quantities for Hatch Hill Facility





# Public Works

## Winter of 1994-1995

The winter season was mild in comparison to some other years. As of January 1, 1995, the total snow accumulation was only 11". The last storm of the season was March 24th. Some statistics for the winter are as follows:

57½" of snow; 8 storms were plowed with all plow units; 11,202 cu. yds of salt/sand mixture were used on the roadways; 19 nights of hauling snow.

The biggest storm of the year was on February 4th and 5th, when we received 15" of snow.

## Spring

This time of year is always very busy: street sweeping, repairing winter plow damage, street striping, general road maintenance.

Spring sweeping started in April and was completed on May 23rd. This was in record time, as normally this schedule is not completed until the first week of June. The promptness of this year's sweeping can be attributed to two things: (1) the weather, and (2) the new Vacuum Sweeper purchased in 1994.

The weeks of May 8th, 15th, and 22nd were the City's Annual Spring Cleanup Weeks. Again this year, the fee was \$20.00 per week for anyone wishing to participate. 180 stickers were sold to 148 different households and a total of 33.32 tons of material were picked up by Public Works crews.

## Summer

Summer is Public Works season for maintenance, paving and construction. The annual paving program was increased this year by 5% over 1994. 5.13 miles of streets and roads were either overlayed or reclaimed. A list of those are as follows:

Coughlin Street	Pleasant Street	Wabon Sreet	Bolton Hill Road*
East Crescent Street	Riverton Street	West Crescent Street	Mt. Vernon Road*
Glen Street	Spring Road	Wildwood Road	Stevens Road*
North Pearl Street	Summer Street	Windy Street	

\*These roads were reclamation projects. Reclamation of certain roads started five (5) years ago and is working very well. Bolton Hill Road, Mt. Vernon Road, and Stevens Road were started this year and will be continued in 1996.

Mud Mill Road was a bonded project in 1995 which consisted of sections being either reclaimed or reconstructed. The entire length (7,500') was done. Public Works forces did all excavation and drainage work and private contractors did the remainder. This work resulted in big improvements to this road and was welcomed by residents.

## Fall

This time of year is busy finishing up construction projects, completing fall maintenance and preparing for winter before frosts gets into the ground and snow arrives. Summer construction projects are either completed or closed up. Two (2) sweepers worked steadily during the annual foliage drop trying to keep streets as clean as possible. The city's six (6) week Special Fall Leaf Collection was another successful one. 145 tons of leaves were picked up curbside. 12,000 cu. yds. of sand were mixed with salt for the winter. All plows and sanders were mounted and tried in preparation for winter operation.

Rubbish/Recycling collection is still a necessary and welcome year-round service. The Augusta Recycling Team (you) recycled 908 tons of the waste stream last year. This is 14% of our residential waste stream being diverted from the landfill. Keep up the good work!

## Central Garage

New equipment purchased in 1995 were a Front End Loader, 2 Class 6-Rack Body Trucks, and a 4x4 Pickup.

1995 was a very productive year for Public Works and I am sure 1996 will bring the same.

—John Charest  
Director, Public Works



# Codes

City Code personnel are licensed LPI's Master Level Building Officials and Certified Advanced Level Code Enforcement Officers with the State of Maine. The Bureau issues building permits, provides technical assistance, performs license inspection, processes variances/appeals, investigates complaints, maintains computerized building permits and plan databases, and acts as staff for both the Zoning Board and the BOCA Appeals Board.

## Building Permits Issued January 1, 1995 – December 31, 1995

Type	Number	\$ Value	Type	Number	\$ Value
New Single Family/ Residences	14	\$ 793,500	Fraternal Storage and Alterations	1	4,900
Apartments	3	36,300	Conversions	3	9,600
Mobile Homes	36	871,411	Pools	19	147,539
Residential Additions and Alterations	108	538,763	Home Occupations	27	—
Garages/Sheds/ Barns/Carports	70	482,174	Signs	80	176,676
New Commercial Structures	12	7,260,950	Repair/Replace After Fire	3	37,869
Commercial Sheds/ Storage Buildings	7	16,559	Antennas	2	2,780
Commercial Greenhouse	1	6,500	Retaining Walls	2	2,410
Commercial Additions and Alterations	55	4,347,700	Foundations/Frost Walls	3	445,000
Parking Lots	12	351,485	Church Alteration	1	39,000
			Site Work Only	2	1,552,000
			Amended Permits	9	34,000
			Demolitions	27	—
			Totals	497	\$17,157,116
Total Fees Collected			235 Plumbing Permits		\$5,048.25

# *Superintendent of Schools*

In my report last year, I emphasized that the Augusta Schools had reached an important point in their history. Because of changing financial, technological, and social conditions, it was apparent that it was necessary to look beyond the current school year and to begin to better plan for the future. Too often, schools, governmental bodies, and citizens fail to plan ahead and are caught in changes which cause economic and social turmoil. During the past year, a great deal of energy has been expended to evaluate the present and to look to the future.

The Augusta Schools have been involved in an analysis of school facilities and in the determination of what students entering the 21st century must know and be able to do. Two initiatives resulted: 1) A complete study of school facilities has been completed and a Citizens' Advisory Committee on School Facilities Planning has been created to review the facilities study and to make recommendations to the Board of Education as to long range facilities needs, and 2) To prepare students for the 21st century, student performance expectations have been developed which establish areas which must be learned by all students.

In response to the latter initiative, the staff is currently working to develop ways which will accurately measure how well students meet these expectations. It should be noted that the State has developed student performance criteria which are being called "Learning Results." These "Learning Results" are very compatible with the "Student Expectations" developed by Augusta staff, parents, and community members. In addition, the development of an Augusta Master Plan has included an educational component which outlines a vision for education in Augusta. A key component of all of the planning in progress in Augusta is technology and its use to enhance the educational process.

Technology is a central focus in all of our society and it appears that it will become even more important each year. In almost every occupation and on every college campus, technology is utilized to collect and analyze data, provide communications with other individuals throughout the world, provide leisure time activities, develop creative abilities and writing skills, and instantaneously provide access to information. No student can leave school without having a full experience with the emerging technology. The Augusta Schools have developed a capability to provide an introduction to technology but are limited by the availability of computers and access to networking outside resources. Several recent actions by the State will still be limited by the lack of internal wiring in our schools to distribute data and video to all classrooms. At some point in the near future, a substantial investment must be made to fully wire and network the schools.



AUGUSTA SCHOOL BOARD

*Seated left to right:* H. Graham Nye, School Superintendent; Donna R. Doore, Member (Ward 2); Mark S. O'Brien, Chairperson; Janet L. Radsky, Member (Ward 4); Gary G. Veilleux, Member (Ward 3).

*Standing left to right:* Frank A. Johnson, Member (Ward 1); Frank D. Wingate, Member (At-Large); Tammy Gadoury, Member (At-Large); Donald J. Gasink, Member (At-Large). (Photo by Cobby)



To make the schools "the best that they can be," it is important that the community work together to provide students with the resources necessary to give them a broad experience. The citizens of Augusta can be proud of their efforts. Even with the loss of \$1,000,000 in State subsidy, the schools have lost only four programming options for children. The teaching staff has been reduced from 275 in 1991-92 to 261 this year. The only area where there has been an increase in employees has been in the area of educational technicians working with special needs students, which has increased from 66 in 1991-92 to 82 in 1995-96.

A number of improvements have been made including the curriculum strengthened in math and science, the introduction of reading recovery, and the replacement of the electricity and retail marketing programs at Capital Area Technical Center with law enforcement and multi-media production.

### How Good Are the Schools?

How good are our schools? They are good enough to serve a very varied population. They are good enough to produce two Presidential Scholars in three years: Avery Gardiner and Andrew Miner. They are good enough to serve over four hundred special needs students and have only one placed outside the district. They are good enough to produce State Championship teams year after year. They are good enough to attract over 130 tuition students each year. They are good enough to place language students at the top of many state and national competitions. They are good enough to have a high percentage of Capital Area Technical Center students go to national competitions. These and many other indicators demonstrate a good school system getting better every year.

Special note should be given to the members of the Augusta Board of Education who give many hours in negotiations, workshops, and committee meetings. My thanks to them and to all the wonderful staff members and citizens who have contributed so much for the youth of Augusta.

— H. Graham Nye  
Superintendent of Schools

## STUDENT TESTING RESULTS

### Scholastic Aptitude Test Results

	1994-95			1993-94		
	Nat.	ME.	Cony	Nat.	ME.	Cony
SAT Verbal	428	427	427	423	420	434
SAT Math	482	469	467	479	463	472
Standard Written Eng.	<i>Discontinued</i>			42.0	42.3	43.7

Augusta students taking the SAT Achievement Tests in advanced, mathematics, foreign language, science, and social studies, scored well above the National average.

### Maine Educational Assessment

#### Grade 4

	Reading	Writing	Math	Science	Soc. St.	Human.
1985-86	205	210	210	220	220	260
1990-91	255	235	230	260	250	245
1992-93	265	255	265	280	—	250
1993-94	275	265	270	265	255	265
1994-95	275	265	270	265	255	265

#### Grade 8

	Reading	Writing	Math	Science	Soc. St.	Human.	Health
1985-86	240	240	225	275	255	260	—
1990-91	225	260	255	195	220	235	—
1992-93	285	265	320	270	—	305	—
1993-94	290	255	325	285	260	300	—
1994-95	305	295	315	270	265	295	235

#### Grade 11

	Reading	Writing	Math	Science	Soc.St.	Human.
1985-86	265	285	265	255	280	270
1990-91	325	310	285	275	290	310
1992-93	300	270	315	320	NT	320
1993-94	295	230	260	225	270	270
1994-95	360	270	315	330	305	325

MEA scores were based on a Maine average score of 250 in the first year.

# Lithgow Library

"The citizens of Augusta may be pardoned if they feel today a full measure of honest pride and self-satisfaction. . . . This library speaks for the public spirit of our citizens. It proves that they may be relied upon to encourage and support an institution that deserves their confidence, and that wealth accumulated in our midst is used not for selfish purposes alone, but for the broader service of humanity."

— Leslie Cornish, Lithgow Library Trustee,  
January, 1896



Betsy Long

In its 100th year serving the community of Augusta, the Lithgow Library

- \* circulated 131,000 items, including books, periodicals and audiovisual materials
- \* answered almost 9,000 reference questions, 1/3 of those by telephone
- \* acquired 2,300 new books, videos and audio cassettes, for a total collection of 50,000 items
- \* conducted a highly successful Summer Reading Program, with 548 children participating
- \* sponsored 116 programs for children and adults, with over 2,250 people attending
- \* completed the interior restoration project, with plaster repairs and painting done in the original part of the building
- \* participated as a site in the Kennebec Historical Society's October Neighborhood Tour
- \* selected Data Research Associates' MultiLIS system for the automation of circulation operations and an online public access catalog
- \* prepared for the new system by converting paper records to electronic format, updating electrical wiring and running cable throughout the building for a March 1996 installation
- \* developed an ambitious plan to integrate emerging technologies with traditional library services, in concert with the schools, businesses and community groups
- \* entered into a new working partnership with the School Department that will utilize technology to maximize resources and deliver services to the community
- \* planned a full slate of programs and activities to celebrate the Library's centennial throughout 1996

— Betsy Long  
*Librarian*



# Old Fort Western

1995 was a year of both continuity and change for Old Fort Western.

In terms of continuity, the people of Augusta, Old Fort Western's Trustees, and its Friends, continued the work of historic preservation and interpretation that has made the Fort one of Maine's best historic sites. Both blockhouse roofs were reshingled during the year. Plaster and paint were repaired in several rooms and passages in the main house. South cellar drainage was improved. Temperature and humidity recorders were installed in five locations in the main house to track environmental conditions on behalf of the building and the collections. Most notably, first floor areas of the main house were made wheelchair-accessible by the addition of a Maine Historic Preservation Commission-approved, historically compatible ramp at the store-door entrance. Additionally, second floor exhibits in both the main house and the south blockhouse were made alternatively accessible by the addition of self-contained audio slide projectors. More will be done to increase accessibility in 1996.

Interpretively, Old Fort Western expanded its schedule of summer events and demonstrations, extended Fourth of July programming into the evening (James Howard's Company marched in the parade in the morning), added 19th-century baseball to the Children's Day schedule, and hosted Kennebec Valley Days, providing an opportunity for area historical societies, including the Kennebec Historical Society, to share local history. The annual Garrison Day became a two-day event and a black powder target shoot was added to the December schedule.

Educationally, record numbers of school children took advantage of Fort programming, at the Fort and in school classrooms. Special programs were developed in support of history curriculum units at Buker and Gilbert Schools.

Old Fort Western acquired two more pieces of Howard-family furniture; the Samuel and William Howard desk and a Federal-period corner washstand.



The Howard-family desk returned to Old Fort Western in February, 1995. Inventoried at the Fort in 1799, the mahogany block-front desk passed through family hands and traveled to Ohio and Wisconsin before being donated to a mid-Western art museum in the 1970's. Now "back home," the desk joins 12 other pieces of Fort furniture located and acquired since 1992.

In terms of change, longtime Fort Director, Jeff Zimmerman, became Director of the Department of Community Services. Fort Curator, Jay Adams, was named to the new consolidated position of Director and Curator. City spending for the Fort was approved at just over \$75,000 for the year beginning July 1. The Trustees' budget rose to just under \$86,000.

Thanks to the Augusta citizens and businesses for their support throughout the year.

—Jay Adams  
*Director & Curator*

# Health and Welfare

Our local General Assistance Program continues to serve as a true "safety net" program providing immediate help to eligible people who have encountered diverse problems and circumstances beyond their control.

In 1992, the then Governor proposed that the legislature eliminate the General Assistance Program. We are thankful the program was retained for the citizens of Augusta. However, in order to survive the statewide budget crisis, the General Assistance Program was considerably restructured and "tightened up." Overall monthly assistance levels now permitted are very conservative. Disqualifications for noncompliance with regulations are much stricter than formerly. The program did, however, maintain the unique ability to be flexible in addressing true major emergencies and to move swiftly to deliver the aid such situations require.

For those who are not familiar with our program, we are located in the Augusta City Center and our services are available on a walk-in basis; we do not require appointments. Anyone may apply who is present in Augusta with the intent to remain. There are no age limitations. All applications are confidential by law. A decision is made on each application within 24 hours and, if found eligible, assistance is furnished forthwith, without further delay. Our phone number is 626-2325. General Assistance is both a financial assistance program and a resource program concerned with providing basic necessities and enhancing self-reliance. We can often effectively connect applicants with other resources, agencies, facilities, programs, etc., that can serve as alternatives or supplements to alleviate the need for general assistance on a long-term basis.

We work closely with staff of other city departments, other towns, various state and federal departments and innumerable other health and service deliverers throughout the area. We are constantly impressed with their excellent and effective cooperation. Their dedication to helping the people we mutually serve is always evident and seems never to diminish. We appreciate their help and herewith extend our thanks.

Citizens of Augusta can be proud and grateful that without fail, through the years, our City Councilors have steadfastly endorsed and funded adequate health and welfare standards and services for all those citizens truly in need.

— Mary Frances Bartlett  
Director

## Local General Assistance Expenditures

	FY 95	FY 94
Housing, Energy, Fuel	\$79,563    78 %	\$107,893    81%
Food, Clothing, Etc.	11,782    11.6%	21,852    16%
Medical, Rx, Burials	10,670    10.4%	4,172    3%
	<u>\$102,015    100 %</u>	<u>\$133,917    100%</u>
Unduplicated Households Assisted	364	344
Hours of Workfare Performed	7,868	11,184

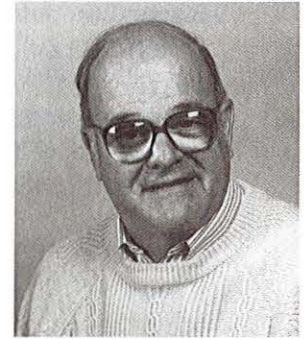


# *Bureau of Parks and Recreation*

The Bureau of Parks and Recreation survived a transitional year with the merging of the Buildings and Grounds and Recreation Bureaus.

Projects accomplished during the summer and fall months include the following:

- major construction of three swimming pools at Williams, Calumet, and McCall's playgrounds;
- the reconstruction of a tennis and basketball court at Calumet playground;
- the purchasing of 1,200-seat capacity bleachers from Portland Recreation Department;
- a new filtration system for Mt. Vernon wading pool;
- the construction of a 20' x 20' building for the ice skaters at Williams playground;
- and restructuring the City Council bench.



Ben St. Hilaire

The City of Augusta is in the process of entering into an energy management agreement under a guaranteed energy savings program for all of its buildings. The City has agreed to allow a company to gather all information needed to achieve this goal and present it to the Council before implementing the energy changes.

Honeywell developed a Municipal Services Program that is self-funding and is guaranteed to save energy. The City of Augusta has agreed to allow Honeywell to gather all information needed to achieve this goal and present it to the Council before implementing the energy changes.

New Christmas decorations were added to the downtown and Bangor Street areas. Garland and banners were put up at each light pole from Rines Hill to Bond Street. The nine Linden trees on Water Street from Bridge to Winthrop streets were decorated with miniature lights as well as the blue spruce at the Bus Depot. Banners and garland were added to light poles on Bangor Street from Whippers to Williams playground. Lighted Christmas trees were put up at each rotary and one on Northern Avenue and decorated.

Cemetery roads were upgraded at Coombs and Forest Grove. The Department was involved in the sale of thirteen lots and eighty-six burials during the year. More fences were upgraded.

The Augusta Recreation Dept. served the diverse interests of all residents of Augusta from young children to senior citizens.

1995 was a record year as seventy-six programs were offered at various sites including, gyms, stages and playing fields.

Augusta Recreation serviced the following:

- 7,854 participants in day camps, playgrounds, excursions and sports activities;
- 5,078 adults participated in sports, dancing, excursions, concerts and snowmobile events;
- 410 participated in fitness programs and excursions;
- a total of 13,342 participants took part in recreation activities.

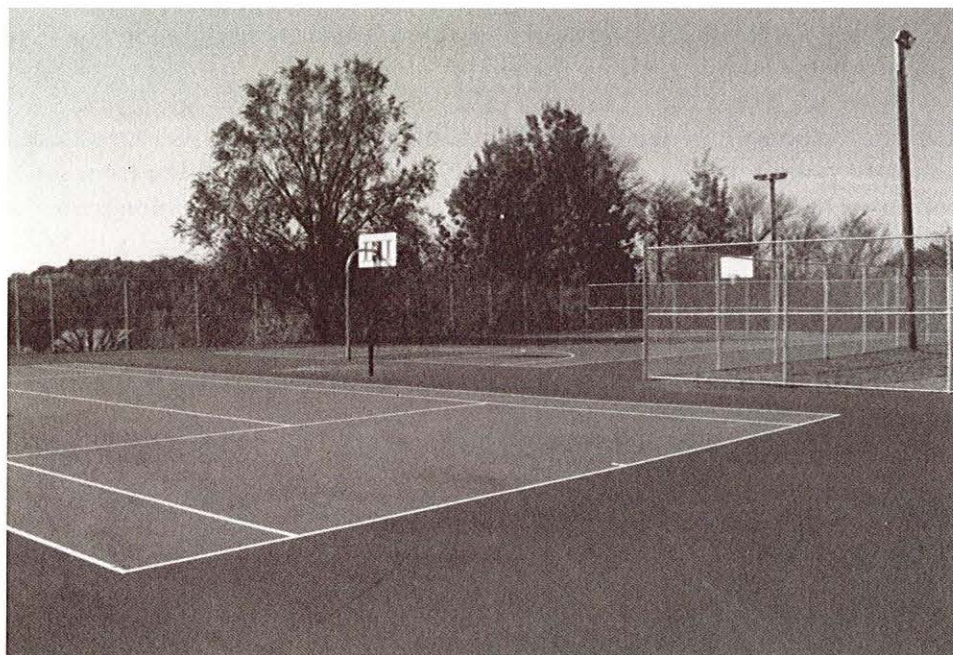
Many of these programs were offered with the help of volunteer coaches. We appreciate their time and effort and also appreciate the cooperation of the Augusta School Department for allowing us the use of their facilities.

A Recreation Advisory Board was formed this year to obtain public input on how to better serve the public. The Board meets the third Wednesday of each month and meetings are open to the public.

Trees again played a significant role in 1995. Ninety trees were planted throughout the City. The Mayor proclaimed the month of May, City of Augusta Arbor Month, promoting many programs involving the public and students from local schools.

The Child Care Program gained momentum in 1995 as more than 100 children received care in some capacity. After school sites are located at Farrington, Lincoln and Gilbert, providing care for 45 children per day which extends to vacation and workshop days. A parenting class called "Nurturing Program" was implemented with a huge success. A before-school program saw a tremendous growth, reaching full enrollment with a waiting list. Through the award of \$20,340, called Child Care Slots Grant, the program was able to subsidize 13 children of low-income families.

— Ben St. Hilaire  
*Director, Parks & Recreation*



CALUMET PLAYGROUND TENNIS COURTS RENOVATED IN 1995



## Tax Increment Financing (TIF)

There has been much comment, question, and confusion about a Municipal Tax Increment Financing (TIF) Program. To assist in the development of a new regional retail center, the City of Augusta has entered into such a Tax Increment Finance District for the Mall at Augusta.

Such a program helps pay for the associated infrastructure costs, i.e., road widening, traffic controls, water and sewer extensions, and still contributes to the general tax fund. In short, the program takes a portion of *new* taxes generated to repay some of the additional capital costs — public and some private — while increasing the overall tax base and creating new jobs. (It has been reported that three of the enterprises in the Mall area have added a total of 500 new jobs in 1995 since their creation.)

The program, authorized under State law, allows the city to freeze the pre-development assessment and taxes and dedicate a portion of the post-development increase for TIF payments. The program also exempts the assessment from being included in the school tax formula so that school costs are not adversely affected by the dedicated revenues.

The pre-development assessment of the designated property is \$3,196,300.

The 1995 tax assessment of the newly developed property was \$24,536,700.

The Tax Increment Financing Program, therefore, had this impact in 1995:

Total assessment:	\$24,536,700
Less pre-development assessment:	<u>\$3,196,300</u>
Total new taxable property:	\$21,340,400
1995 tax rate:	.02224
Total new taxes generated (\$21,340,400 x .02224)	\$474,610
Less Infrastructure repayment:	<u>(\$285,000)</u>
New tax revenues for City of Augusta	\$189,610





#### FORT WESTERN BOARD OF TRUSTEES

*Left to right:* Patsy Crockett (Chair), Richard Godfrey, Marjorie Wright, Vicki Crawford, Edward Heath, Karen Stebbins, Brian Whitney. (Photo by Cobby)



#### PLANNING BOARD MEMBERS

*Left to right:* Ronald L. Dutil, A. Delaine Nye, Diane Hastings, Shirley Ezzy. (Photo by Cobby)



#### LITHGOW LIBRARY BOARD OF TRUSTEES

*Seated left to right:* Elizabeth Long, Library Director; Trustees Susan LaCasse, Gabriella Howard, Joan Callahan, Liz Soares.

*Standing left to right:* Trustees Ellerbe Cole, Paul Riese, Jim McKenna.

*Missing from photo:* Trustee Patten Williams. (Photo by Cobby)